

U.S. DEPARTMENT OF LABOR OFFICE OF INSPECTOR GENERAL FY 1999 Performance Plan

1. Introduction

The Office of Inspector General (OIG) is an independent, objective agency within the U.S. Department of Labor (DOL). Created by the Inspector General Act of 1978, the OIG is responsible for conducting audits, investigations, and evaluations of DOL programs and operations; identifying actual and potential problems or abuses; developing and making recommendations for corrective action; and informing the Secretary and the Congress of problems or concerns. The OIG at Labor is unique in that it is also responsible for carrying out a criminal investigations program to contribute toward the Government's effort to reduce the influence of organized crime and labor racketeering in the workplace.

Through effective strategic management of OIG activities, and consistent with our mandate under the IG Act, in FY 1999, we will meet our statutory mandates while utilizing our expertise and the results of our work to help the Department in meeting its mission and addressing the many challenges it faces in the coming years. With passage of the Government Performance and Results Act (GPRA), Congress and the Administration are demanding that programs be effective and cost efficient, and produce a positive impact. By identifying problems, recommending solutions, and providing technical assistance, we plan to help the Department to meet this mandate. Through our audit and investigative oversight of all DOL programs we will also support the goals established by the Secretary. These include: A Prepared Workforce, A Secure Workforce, Quality Workplaces, and Maintaining a Departmental Strategic Management Focus.

2. Overview of the OIG Strategic Plan

The OIG developed a Strategic Plan for Fiscal Years 1997 - 2002 in conformance with GPRA. The plan details our mission, vision, goals, objectives, and strategies. The plan is driven by our responsibilities under various statutes, including the Inspector General Act of 1978 and the Chief Financial Officers Act; the mission of the Department; the goals established by the Administration and the Secretary; and the challenges faced by DOL, particularly in the areas of employment and training, safety and health, worker benefit programs, and departmental management. The overall purpose of the plan is to serve as a catalyst for directing OIG resources to those audits, investigations, and evaluations that are most effective in helping us to carry-out our mission and to achieve our vision and strategic goals over the 6 years covered by the plan.

2.1 Mission

The OIG serves the American worker and taxpayer by conducting audits, investigations, and evaluations that result in improvements in the effectiveness, efficiency and economy of Departmental programs and operations. We detect and prevent fraud and abuse in DOL programs and labor racketeering in the American workplace. We provide advice to the Secretary and the Congress on how to attain the highest possible program performance.

2.2 Vision

By the year 2002, the OIG will be widely recognized in the Department and the Congress for providing timely, quality, and useful information, recommendations, and technical assistance that will have improved key programs and operations of the Department of Labor. The OIG will ensure that it focuses on important DOL issues, identifies risks to the Department, and acts in a timely manner to alert officials regarding those risks and how to address them. Moreover, through its labor racketeering criminal investigations program, the OIG will have made a significant, positive impact on the Government's effort to control the influence of organized crime and reduce labor racketeering in the workplace.

2.3 OIG Strategic Goals

The plan establishes the following goals for the Office of Inspector General for the next five years:

OIG Goal 1: Optimize the use of funds appropriated for training and employment programs by enhancing program performance and accountability.

OIG Goal 2: Safeguard workers' and retirees' benefit programs by enhancing program performance and accountability.

OIG Goal 3: Optimize the use of funds appropriated for worker protection and workplace safety programs by enhancing program performance and accountability.

OIG Goal 4: Assist DOL in maintaining an effective management process.

OIG Goal 5: Combat the influence of organized crime and labor racketeering in the workplace.

These ambitious goals serve as the impetus for achieving our mission and vision. Achieving the OIG's goals and objectives requires the dedication and commitment of all

OIG employees, as well as the support of the Administration and Congress. Paramount to our success will be our ability to fund an adequate workforce; to provide our staff with the necessary, upgraded, specialized training to carry out the activities envisioned by the plan, and to maintain an adequate level of technological readiness.

2.4 Agency Organization

The OIG administers its programs through four major components: the Office of Audit, the Office of Investigations, the Office of Evaluations and Inspections, and the Office of Management and Counsel.

The Office of Audit is responsible for reviewing the fiscal and programmatic integrity and efficiency of all Department activities. Audits are performed to evaluate compliance with applicable laws and regulations, review the economical and efficient use of resources and determine the extent to which the effectiveness of DOL programs and operations is achieved.

The Office of Investigations is responsible for conducting investigations into criminal activity or misconduct by DOL employees, grantees, contractors, program participants, and beneficiaries. This office also administers the OIG's Labor Racketeering Program which focuses on reducing the influence the organized crime and labor racketeering in three general areas: employee benefit plans, labor management relations, and internal union affairs.

The Office of Analysis, Complaints, and Evaluations provides the OIG with policy direction, management support, and program reviews. This is accomplished through various functions including policy development, strategic planning and performance measurement, congressional relations, legislative assessment, and public affairs. This office also performs evaluations, analysis, and inspections of DOL programs or functions that are requested by the Department and Congress to improve program efficiency, effectiveness, and services.

The Office of Management and Counsel provides administrative support to the OIG nationwide through various functions including legal services; budget formulation and execution; and management of OIG personnel, procurement, contracting, and information technology resources.

3. OIG Strategic Goals and the Fiscal Year 1999 Budget

The OIG's FY 1999 program activities focus on audits, investigations, and evaluations in which we will identify problems, recommend solutions, and provide technical assistance and useful information to the Department and Congress for use in their management or oversight of the Department. These activities will directly support the OIG Strategic Plan goals and, within our audit and investigative oversight role, support

the goals established by the Secretary. Our FY 1999 appropriation of \$47.8 million will be used to carry out activities such as the following:

A PREPARED WORKFORCE: *Enhance opportunities for America's Workforce*

OIG Goal: Optimize the use of funds appropriated for training and employment programs by enhancing program performance and accountability.

In FY 1999, the OIG will: identify best practices used by Job Corps outreach and admissions contractors; assess services provided by the employment service, to welfare recipients; report on the effectiveness of the Senior Community Service Employment Programs; assess the effectiveness of JTPA programs at selected service delivery areas; assess the effectiveness of JTPA Title III reemployment services provided to UI beneficiaries, as a result of the Worker Profiling and Reemployment Services Initiative; and investigate allegations of fraud against DOL job training programs.

A SECURE WORKFORCE: *Promote the economic security of workers and families*

OIG Goal: Safeguard workers' and retirees' benefit programs by enhancing program performance and accountability.

In FY 1999, the OIG will: assess the effectiveness of the Office of Labor-Management Standards' debarment program under Section 504 of the LMRDA; assess the effectiveness of state plans in enforcing the Occupational Safety and Health Act; evaluate the effectiveness of MSHA's metal/non-metal inspections program; and conduct investigations of potential corruption and criminal misconduct affecting DOL safety and health programs.

QUALITY WORKPLACES: *Foster quality workplaces that are safe, healthy, and fair*

OIG Goal: Optimize the use of funds appropriated for worker protection and workplace safety programs by enhancing program performance and accountability.

In FY 1999, the OIG will: identify available cost savings from hospital inpatient billings to the Federal Employees' Compensation Act (FECA) Program; evaluate the adequacy of PWBA's Form 5500 Processing System; evaluate the effectiveness of PWBA's criminal enforcement program; and investigate fraud against the FECA, UI, and Longshore and Harbor Workers' Programs.

MAINTAINING A DEPARTMENTAL STRATEGIC MANAGEMENT PROCESS:

OIG Goal: Assist DOL in maintaining an effective management process.

In FY 1999, the OIG will: audit DOL's financial statements, per the requirements of the Chief Financial Officers (CFO Act); assess DOL's implementation of GPRA and the Statement of Federal Financial Accounting Standard Number 4 (SFFAS 4); conduct financial and performance audits of grants and contracts; evaluate the adequacy of the information technology used by states to implement Unemployment Insurance (UI) disaster recovery plans; assess DOL information technology activities; investigate allegations of misconduct by DOL officials; review contracts awarded to organizations historically involved with organized crime; and conduct evaluations in response to requests from the Congress and the Department, as well as based upon our own assessments of program needs.

A SECURE WORKFORCE/QUALITY WORKPLACES:

OIG Goal: Combat the influence of organized crime and labor racketeering in the workplace.

In FY 1999, the OIG will: investigate organized crime influence or manipulation of labor unions, union-affiliated employee benefit plans, and labor-management relations; conduct industry probes into organized criminal influence in the garment, maritime, gambling, and construction industries; conduct investigations under the Civil Racketeering Influenced and Corrupt Organizations Act to identify and remove organized crime influence from unions; and investigate fraudulent Multiple Employer Welfare Arrangements sold through bogus unions.

4. FY 1999 Performance Goals and Indicators

Our statutory mission is to identify problems or weaknesses, detect fraud, make recommendations for corrective action, and combat labor racketeering in the workplace. To accomplish this, we have to ensure that the information provided to our stakeholders through our audits, investigations and evaluations is useful, significant, reliable, and timely. Moreover, our work products need to result in: decisions and actions by our stakeholders that effect positive changes such as improved program economy and efficiency; reduced vulnerabilities that lead to program fraud, abuse or mismanagement; and reduced influence of organized crime and labor racketeering. The impact of work products depends on our ability to demonstrate that DOL programs or operations have been significantly improved or that our work contributed to a

reduction in criminal activity.

Therefore, we will measure attainment of our 5 strategic goals in terms of our success in: effecting positive change, reducing vulnerabilities, producing a positive return on invested resources, and providing services to stakeholders.

4.1 Strategy for Validation of Performance Measures and Indicators

The value of the results of OIG's efforts, which will be utilized to measure the OIG success in achieving its strategic goals (e.g., recommendations accepted or implemented, cases accepted for enforcement action, convictions obtained, etc.), will largely need to be provided by the agencies DOL or by the Department of Justice (DOJ). In addition to audits conducted by the OIG under the CFO Act and in relation to implementation of GPRA, verification of measured values of actual performance will be conducted by the individual components of the OIG on data provided by DOL agencies. This includes conducting, at various points during the course of the fiscal year, quality reviews of data bases that capture performance data as well as conducting inspections of field offices to ensure the integrity and completeness of data reported. We cannot, however, validate data provided by DOJ.

Moreover, to evaluate our success in achieving the goals and objectives of this Strategic Plan, the OIG has established a review and analysis process that will be utilized to assess its performance. Performance will be reported on a quarterly basis by the OIG operating components. These reports will be analyzed by OIG top management to assess the extent to which OIG offices are meeting previously-established, individual performance targets. We will then evaluate the results of our performance to determine whether any changes are needed in the way we do business, including adjusting operating plans to maximize the use of resources, or whether any goals or objectives need to be adjusted to ensure that we can effectively measure the impact of our work. This review and analysis will form the basis for annual reporting to Congress.

4.2 FY 1999 Performance Goals

The OIG has established performance goals for FY 1999 that provide direct program support and IG oversight support to the DOL cross-cutting and management goals. These performance goals are consistent with our audit and investigative responsibilities under the IG Act and the goals established in the OIG Strategic Plan. In addition, the OIG has identified the means (resources, processes, and technologies) and strategies that will be applied toward accomplishing our performance goals.

OIG Program Support of DOL Cross-Cutting Goals

The tables that follow detail OIG program activities of the OIG Labor Racketeering Program that will directly support the DOL cross cutting goals.

<p align="center">DOL STRATEGIC GOAL</p> <p align="center">A SECURE WORKFORCE -- <i>Promote the economic security of workers and their families</i></p>	
Outcome Goal:	Increase Compliance with Worker Protection Laws
Performance Goal (FY 99):	Reduce the influence of organized crime and labor racketeering in the workplace to protect employee benefit plans and identify corruption in labor-management relations and internal union affairs.
Indicator:	1) Successful criminal investigations into fraud against employee benefit plans and corruption in labor-management relations and internal union affairs. 2) Removal and debarment of plan administrators and union officials that have been convicted.
Source of Data:	Office of Investigations Case Tracking System
Baseline:	FY 1998 investigative results
Comment:	The OIG continues to uncover organized crime and labor racketeering activity that has an adverse economic effect on workers, employers, and consumers

Means and Strategies

- C Conduct investigations under the Civil Racketeering Influenced and Corrupt Organizations Act to identify and remove organized crime influence from unions.
- C Conduct regional "industry probes" in which all the segments of a particular industry are examined to expose the corrupt relationships that form the core of a particular criminal enterprise.

OIG Oversight Support of DOL Cross-Cutting Goals and the OIG Strategic Plan

The charts in the pages that follow detail our performance goals for FY 1999, from an OIG oversight perspective, in support of the Department's goals and our own Strategic Plan goals.

A PREPARED WORKFORCE

OIG Goal #1: Optimize the use of funds appropriated for training and employment programs by enhancing program performance and accountability

Annual Performance Goals/Objectives	Baseline Data FY 1998	FY 1999 Target Level of Performance
Conduct performance and financial compliance audits of DOL employment, training, and welfare-to-work programs and provide consultation and technical assistance to those programs	OIG Audits - 27 Single Audits - 6 Consultation & Assistance - 3	27 audits will be completed
Reduce any high-risk areas identified by the OIG	3	Reduce any high-risk areas by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames
Work with DOL management to resolve recommendations	191	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	90	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Conduct investigations into allegations of fraud against DOL employment and training programs	45	26 investigations will be completed
Produce quality investigations that result in convictions or civil/administrative action.	91% 15 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action
Produce quality investigations that result in convictions or civil/administrative action.		Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action

A SECURE WORKFORCE

OIG Goal #2: Safeguard workers' and retirees' benefit programs by enhancing program performance and accountability.

Annual Performance Goals/Objectives	FY 1998 Baseline Data	FY 1999 Target Level of Performance
Conduct audits of DOL worker and retiree benefits programs and functions and provide consultation and technical assistance to those programs	OIG Audits - 18 Consultation & Assistance - 0	18 audits will be completed
Reduce any high-risk areas identified by the OIG	3	Reduce any weaknesses identified by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames
Work with DOL management to resolve recommendations	34	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	93	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Conduct investigations into allegations of fraud against DOL's worker benefit programs	210	220 investigations will be completed
Produce quality investigations that result in convictions or civil/administrative action.	94% 111 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action
Carry out initiative to more effectively reduce and prevent significant fraud in the UI program, by focusing resources on major impact investigative issues such as fictitious employer schemes, internal embezzlements, and interstate fraud schemes.		Increase case inventory by 46 cases

QUALITY WORKPLACES

OIG Goal #3: Optimize the use of funds appropriated for worker protection and workplace safety programs by enhancing program performance and accountability.

Annual Performance Goals/Objectives	FY 1998 Baseline Data	FY 1999 Target Level of Performance
Conduct workplace safety, health, and standards audits of DOL programs and provide consultation and technical assistance to those programs	OIG Audits - 6 Consultation & Assistance - 4	6 audits will be completed
Reduce any high-risk areas identified by the OIG	1	Reduce any weaknesses identified by 1
Complete mandatory or special request audits within established time frames	100%	Complete 100% of mandatory or special request audits within established time frames
Work with DOL management to resolve recommendations	5	Decrease by 5% over the 1998 base level, the number of recommendations that are not resolved within 180 days
Work with DOL management to implement recommendations	14	Decrease by 5% over the 1998 base level, the number of recommendations that are not implemented within 365 days
Conduct investigations into allegations of corruption or misconduct by safety and health inspectors	10	12 investigations will be completed
Produce quality investigations that result in convictions or civil/administrative actions.	100% 2 actions (civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action
Produce quality investigations that result in convictions or civil/administrative action.		Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action

MAINTAINING A DEPARTMENTAL STRATEGIC MANAGEMENT PROCESS

OIG Goal #4: Assist DOL in maintaining an effective management process

Annual Performance Goals/Objectives	FY 1998 Baseline Data	FY 1999 Target Level of Performance
Provide timely evaluation of allegations/requests for investigative service and initiate action	OIG Audits - 5 Consultation & Assistance - 5	Evaluate and initiate action within 10 days
Increase efficiency in conducting complex investigations	0	Increase efficiency by 5% from 1998 base level
Increase OIG cases accepted for enforcement action	100%	(by 2000) Increase % of cases accepted by 5% over the 1998 base level
Produce quality investigations that result in convictions or civil/administrative actions.	100%	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action
Carry out initiative to comply with new and expanded financial management requirements		
Carry out initiative to increase audit services and consultation assistance related to IT activities and operations of the Department		
Carry out initiative to increase audit services and consultation assistance related to DOL implementation of the GPRA	187	
Carry out initiative to replace obsolete OIG end-user hardware to ensure OIG's continued connectivity with DOL and other stakeholders	6	
Work with DOL management to resolve/implement outstanding recommendations	91.9%	Decrease by 5% of the 1998 base level, the number of outstanding recommendations
Increase percentage of monetary savings agreed to by the Department		Increase % of monetary savings by 5% over the 1998 base level

MAINTAINING A DEPARTMENTAL STRATEGIC MANAGEMENT PROCESS

OIG Goal #4: Assist DOL in maintaining an effective management process (continued)

Annual Performance Goals/Objectives	Baseline Data	FY 1999 Target Level of Performance
Provide timely evaluation of allegations/requests for investigative service and initiate action	20 days	Evaluate and initiate action within 10 days
Increase efficiency in conducting complex investigations		Increase efficiency by 5% from 1998 base level
Increase OIG cases accepted for enforcement action	335	(by 2000) Increase % of cases accepted by 5% over the 1998 base level
Increase OIG cases accepted for enforcement action	92% 21 actions (Civil/admin.)	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil/administrative action.
Carry out initiative to comply with new and expanded financial management requirements		
Carry out initiative to increase audit services and consultation assistance related to IT activities and operations of the Department		
Carry out initiative to increase audit services and consultation assistance related to DOL implementation of the GPRA		
Carry out initiative to replace obsolete OIG end-user hardware to ensure OIG's continued connectivity with DOL and other stakeholders		

QUALITY WORKPLACES/ A SECURE WORKFORCE

OIG Goal #5: Combat the influence of organized crime and labor racketeering in the workplace

Annual Performance Goals/Objectives	Baseline Data	FY 1999 Target Level of Performance
Conduct investigations of organized crime influence and labor racketeering in the workplace	139	130 investigations will be completed
Carry out initiative to increase investigative attention to criminal activity by pension plan service providers	13 cases pending (FY 99)	Complete intelligence gathering Complete specialized training
Produce quality investigations that result in convictions or civil action.	95% 14 actions	Convictions will be achieved for at least 75% of cases that resulted in indictment. Increase by 5% over the 1998 base, the number of cases resulting in successful civil action

Means and Strategies

Program Strategies

Sustained Efforts in FY 1999

- C Conduct sufficient audits and evaluations to assess fiscal and program performance and make recommendations as to how funds for programs related to employment and training; workers' safety, health and standards; and worker benefits may be optimized. Specific audits planned for FY 1999 are listed in Section 3 of this plan.
- C Conduct audits required under the CFO Act to ensure the integrity of DOL finances and related systems.
- C Investigate allegations of wrongdoing related to DOL funds, programs, and operations, in particular those related to employment and training; workers' safety, health and standards; and worker benefits.
- C Conduct investigations that contribute toward a reduction of organized crime and labor racketeering activities in the workplace.
- C Respond effectively and timely to requests for audit, investigative, and evaluative services from our stakeholders, predominantly DOL and the Congress.

Enhanced Efforts in FY 1999

- C Provide technical assistance to help the Department in its implementation of GPRA requirements and to help improve programs and operations.
- C Provide audit services to ensure the effectiveness and cost efficiency of the Department's new Pension Plan Form 5500 computer system

Operational Means

- C Maintain an adequate level of professional expertise so that OIG auditors, investigators, and evaluators, are able to address issues as programs evolve or emerge.
- C Invest in training less experienced agents to ensure a smooth transition as

numerous mandatory retirements of senior agents occur.

- Ensure that OIG staff has the necessary information technology equipment, systems, and training, which are an integral part of their work. This includes ensuring staff has ability to: access records of those being audited or investigated (e.g., grantees, contractors, service providers, etc.); secure electronic evidence obtained through searches and seizures; gain access to criminal enforcement data bases; and communicate electronically with stakeholders and counterparts at DOL and other Government agencies.
- C Manage the resource-intensive travel expenses associated with audits, investigations and evaluations.
- C Procure specialized services necessary to carry-out certain audit activities.
- C Continue efforts to ensure the OIG is Year 2000 compliant.
- C Maintain an effective strategic management and performance measurement mechanism to ensure we fulfill the requirements of GPRA.
- C Maintain effective Congressional liaison to expediently respond to requests for information and to keep Congress informed of problems or deficiencies in DOL programs and operations.

5. Cross Cutting Programs and Issues

The OIG provides audit and investigative oversight to all programs of the Department. Within that role, we coordinate with the agencies as we carry out our audits, investigations, and evaluations.

5.1 Linkages with Other DOL Programs

Although the OIG functions as an independent entity within DOL and our jurisdiction largely differs from that of DOL program offices, we coordinate with Departmental agencies on cross-cutting issues. For example, we coordinate with the Employment Standards Administration regarding FECA issues and with the Pension and Welfare Benefits Administration on pension investigations. We also continue to work extensively with the Office of the Chief Financial Officer on financial management issues.

5.2 Linkages with Other Federal Agencies

In addition to DOL, we also coordinate with DOJ on our organized crime and

rackeering investigations and initiatives.

6. OIG Strategic Management Process

The OIG supports the Secretary's goal of departmental strategic management in two ways. First, it has established as one of its strategic goals to assist the Department in maintaining an effective management process. It is our plan to provide audit services and provide appropriate technical assistance to DOL management to ensure the effectiveness and cost-efficiency of DOL's programs, as required by GPRA; the integrity of DOL's financial management system, as required by the CFO Act; and the effective management of information technology resources, as required by the Clinger-Cohen Act.

Second, we have identified internal issues related to the areas of information technology and human resources that we will seek to address to ensure the successful implementation of our strategic plan. These issues are discussed in the sections that follow.

Information Technology Linkages

Information technology (IT) is an integral part of the OIG's strategy to achieve the goals and objectives established in this plan. Adequate IT systems, capabilities, and knowledge are critical tools needed by OIG auditors, investigators, evaluators, and other professional staff to carry out their work. This includes: ensuring access to the records of those being audited or investigated (e.g., grantees, contractors, service providers, etc.); securing electronic evidence obtained through searches and seizures; gaining access to criminal enforcement data bases; and being able to communicate electronically with stakeholders and counterparts in the Department and other Government agencies. An example of the importance of IT to the OIG program involves our pension initiative. A critical element of that initiative is the development of computer data base capabilities to allow for comparisons of intelligence gathered by OIG criminal investigations with information obtained from the Securities Exchange Commission to identify problematic investment advisors associated with union pension plans.

The OIG will need to significantly enhance its day-to-day technological infrastructure and increase its readiness to provide oversight of Departmental IT initiatives and functions.

Human Resources

- C There are a number of human resource issues related to achievement of our goals. Paramount to these issues is our ability to have the necessary workforce (auditors, investigators, and professional and support staff) and contract services to carry out critical activities and initiatives and to ensure the long-term viability of the OIG criminal investigative program. Factors specific to this include:
 - C Ensuring that the OIG has the necessary resources to hire and maintain an adequate law enforcement workforce (criminal investigators and investigative analysts) to carry out its mandate.
 - C Investing in training of less experienced agents to ensure a smooth transition as numerous retirements of senior agents occur.
 - C Investing in specialized training needed to carry out comprehensive initiatives that directly support the goals.
 - C Enhancing the technical capabilities of audit staff to enable them to address program issues related to technological advances, particularly increases in electronic commerce.

From an internal management perspective, we will continue to:

- C Evaluate the training needs of staff at all levels, identify associated costs, and assess the feasibility and extent to which training can or must be provided.
- C Recruit, retain, and develop a diverse workforce to meet the needs of a changing work environment and customer profile; and redesign OIG reward and recognition systems to reflect valuing diversity.
- C Determine the correct administrative support to professional staff ratio and relate it to technological advancements, in order to identify the feasibility of further consolidating administrative functions.
- C Assess the value of our presence in certain geographic areas.

7. CONCLUSION

In FY 1999, the OIG will continue its commitment to help the Department in meeting its mission and the many challenges it faces in the coming years. Through quality audits, investigations, and evaluations, we will strive to provide the Department and the Congress with useful information that they can use as critical decisions are made regarding DOL programs and operations.